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**AIR FORCE MATERIEL COMMAND
Supplement 1**

31 JULY 2000

Operations

COMMAND POSTS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFPD 10-2, *Readiness*. It expresses Air Force policy regarding the establishment, operation, and support of command posts. It applies to all US Air Force major commands (MAJCOM), Numbered Air Forces (NAF) performing command and control functions, Air National Guard (ANG), Air Force Reserve Command (AFRC), field operating agencies (FOA), direct reporting units (DRU) and specialized command and control work centers (i.e., Air Mobility Control Centers, Air-lift Control Teams (ALCT), Rescue Coordination Centers (RCC), etc.). Command-level instructions or supplements will provide detailed procedural guidance. Send one copy of supporting instruction or supplement to HQ USAF/XOOO. This instruction addresses information protected by the Privacy Act of 1974. Title 10 United States Code (U.S.C.) 8013 and 44 U.S.C. 3101 authorizes the collection and maintenance of records prescribed herein. System of Records F011 AF A and F030 Air Force MP apply. Consult AFI 37-132, *Air Force Privacy Act Program*, for further guidance on Privacy Act Statements. Waiver authority for this instruction is HQ USAF/XOOO. This instruction is exempt from licensing the reporting requirement in accordance with (IAW) paragraph 2.1.1.10. of AFI 37-124, *The Information Collections and Reports Management Program*. This instruction is affected by the Paperwork Reduction Act of 1974 as amended in 1996.

(AFMC) This instruction implements AFPD 10-2, *Readiness* and AFI 10-207, *Command Posts*. This supplement expands the guidance provided in AFI 10-207. It applies to all AFMC Command Posts (CP).

SUMMARY OF REVISION

This supplement replaces the AFMC Supplement 1 to AFI 10-207 dated 3 October 1997. This revision includes suggestions from the field including additional MAJCOM guidance in the areas of controller training, certification, and testing. Significant changes include the following: Updates the required equip-

ment listing; outlines AFMC COMREP responsibilities and scheduling guidance; provides guidance on overhead positions pulling additional duties; prescribes training documentation forms; provides retraining interview guidance; requires CP enlisted overhead positions to work a minimum of two eight hour shifts on console per month; provides duty schedule requirement; strengthens the certification examination requirements; requires a self-inspection program; establishes a quarterly Video Tele Conference with AFMC/DOOC and each Command Post chief; encourages Wing Commander's to be present at the controller certification scenario and attend the training meetings at least semi-annually; establishes training documentation requirements; changes Performance Evaluation (PE) criteria and POC; provides guidance when controllers must be decertified and retrained; and provides a listing of required CP publications.

AFI 10-207, 1 Aug 1999, is supplemented as follows:

SUMMARY OF REVISIONS

This revision incorporates Interim Change 2000-1 and adds Chapter 6, Command Post Annual Awards Program, to the AFI. It gives criteria and instructions for the implementation of the Command Post career field annual awards. It should be incorporated in its entirety. Changed or revised material is indicated by a | (bar). The entire text of IC 2000-1 is at Attachment 3.

Chapter 1

ORGANIZATION

1.1. Air Force Command and Control. Each active-duty Air Force installation (base, station, etc.) will maintain and operate a single command post to support all resident units and organizations. However, each MAJCOM headquarters is authorized to operate a separate MAJCOM-dedicated operations center (hereafter, distinguished using the term command center).

1.2. Command and Control Direction. To ensure clear command and control of installation resources, only the command post is authorized to communicate command (JCS, USAF, or MAJCOM) directions to operational organizations, which support the entire installation (e.g., security forces, base operations, etc.). Tenant units must coordinate and communicate operational requirements involving host resources through the command post.

1.3. Objective Wing. The objective wing implements the "one base, one boss" philosophy. It is designed to improve combat capability, peacetime effectiveness, and efficiency by aligning responsibility, authority, and accountability through a chain of command that eliminates layers and improves the timeliness and accuracy of information reporting. The command and control organization is the focal point of a unit's operations and conducts activities according to a unit's plans and policies.

1.3.1. The objective wing command post is organized as a staff agency directly under the installation commander. If a tenant unit operates the command post, it will be functionally aligned under the tenant unit commander.

1.4. Operational Unit Responsibility. The responsibility to establish, staff, and operate the command post is normally vested in the host unit. If the host is not an operational unit, and an operational active-duty unit (group level or higher) is tenant on the installation, the tenant unit exercises this responsibility. Exceptions are authorized if a written agreement exists between MAJCOMs. (Note: Forward written agreements to AF/XOOO). Regardless of "ownership," the command post will always provide full support to all installation units.

1.5. Command Post Functional Areas.

1.5.1. As a minimum, command posts consist of the following functional areas: Operations Control Function (OCF), Maintenance Coordination Function (MCF) (as applicable), Reports, Training, and Battle Management/Survival Recovery. MAJCOMs (in coordination with assigned or supported CINCs) should consider, and may specify, additional peacetime and/or wartime functions for collocation or removal from the command post when not required due to mission type. Areas to consider are the following: security control, mobility control, air defense control, damage control, NBC (nuclear, biological, and chemical) control, and base defense operations. Information in this paragraph is not applicable to the ANG.

1.5.1.1. Command posts will not assume base communications center responsibilities. Command post personnel may review high priority messages addressed to the Wing Commander or agencies on the Wing Staff during non-duty hour periods to determine whether the message warrants

immediate delivery. Under no circumstances will the command post be tasked to review and/or route base wide message traffic during non-duty hours.

1.5.2. Enlisted controllers in command posts, Wing Operations Centers, and Higher Headquarters Command Centers are authorized Basic Allowance for Subsistence (BAS) due to being restricted to the immediate console area during their tour of duty. This authorization is per SAF/MI memorandum, dated 5 Mar 99, which states, "Enlisted controllers are authorized to automatically draw BAS upon arrival at their permanent duty station. However, commanders will retain the authority to stop BAS if it is determined not to be in the best interest of the member and the Air Force." This determination will remain in effect unless withdrawn by SAF/MI.

1.5.2. (AFMC) Certified shift controllers, and controllers in training, are authorized to draw the Rations In Kind not available rate IAW HQ USAF/DPRC message date time group 290902Z Mar 99.

1.5.3. The command post is not responsible for manning or operating the Battle Management Center/ Survival Recovery Center functions. Day-to-day, this is a dormant function, activated in response to any emergency, crisis, or contingency at the discretion of the Installation or Support Group Commander. Procedures for operating this center are addressed in Base Disaster Preparedness OPLAN 32-1. When activated, this center is responsible for functions such as crisis management, resource allocation, and survival and recovery operations. MAJCOMs may assign additional functional responsibilities.

1.5.4. The functional configuration of MAJCOM command centers is a MAJCOM prerogative.

Chapter 2

RESPONSIBILITIES

2.1. Headquarters Air Force will:

2.1.1. Develop USAF policy regarding command post operations, reporting, training, and maintenance operations functions.

2.1.2. Maintain, through the Air Force Operations Center (AFOC), reliable and redundant voice connectivity with all MAJCOM command centers at all times.

2.1.3. Develop, implement, and execute Emergency Action Procedures, Chief of Staff of the Air Force (EAP-CSAF) in support of Emergency Action Procedures of the Chairman of the Joint Chiefs of Staff (EAP-CJCS).

2.1.3.1. Ensure AFOC personnel are thoroughly familiar with CJCS procedures supported by the Air Force. Ensure Emergency Action (EA) formats are available for each prescribed message. Use of EA checklists is mandatory.

2.1.4. Ensure timely dissemination of information from individual reporting sources (i.e., MAJCOMs, FOAs), which may indicate an adverse trend that impacts Air Force operations worldwide.

2.1.5. Develop, maintain, and administer a comprehensive training program designed to support initial qualification/certification and recurring training requirements for AFOC controllers. As a minimum, recurring training will be conducted on a quarterly basis.

2.1.6. Ensure compliance with the 1C3X1 CFETP, *Command and Control Career Field Education and Training Plan*, and maintain AF Form 623, **Individual Training Record**, IAW AFI 36-2201, *Developing, Managing, and Conducting Training*, and other applicable directives. AF Form 623 is maintained and kept current on E-6s and below and on E-7s and above in retraining status.

2.1.7. Develop and maintain AFMS 135A, *Command Post Air Force Manpower Standard*.

2.2. MAJCOMs (for ANG units, the gaining MAJCOM) will:

2.2.1. Develop, where applicable, Emergency Action Procedures (EAP) in support of commander-in-chief (CINC) directives.

2.2.1. (AFMC) AFMC Emergency Actions (EA) guidance is provided in the Emergency Actions Procedures of AFMC (EAP-AFMC). AFMC CPs and each CP supporting AFMC resources will maintain a copy of the EAP-AFMC, with changes.

2.2.2. Ensure EA formats are available for each prescribed message. Use of EA checklists is mandatory.

2.2.3. Establish and enforce a strict need-to-know Emergency Action Message (EAM) processing and implementation policy.

2.2.3. (AFMC) The CP chief determines which personnel have a need-to-know and require training in EA procedures.

2.2.4. Identify facility configurations, equipment, and communications requirements necessary for command posts to operate efficiently and reliably.

2.2.4. (AFMC) Facilities and Equipment. The space requirement for a CP varies with the mission and number of organizations supported. Criteria for floor space are shown in AFI 32-1024, Standard Facility Requirements and AFH 32-1084, Standard Facility Requirements Handbook. An ideal layout of a CP facility would consist of an emergency action cell, battle staff area, administrative office area, operational reports area, training area, storage facilities, food preparation/messing area and latrine facilities. The CP will be provided with commercial and emergency power sources. The emergency power system will have an adequate fuel storage tank and an automatic switchover system. When the emergency power system is located outdoors, it will be secured at the same level as the CP. The entire CP will be equipped with sufficient emergency lighting (i.e., battery-powered lighting) to permit continued safe operations and/or evacuation for at least 2 hours after a complete power loss. The following list identifies communication systems/data systems required in AFMC CPs in addition to standard telephone and office equipment. Wings are authorized all systems applicable to support their specific mission (items marked * are mandatory):

- *AFMC Voice Alerting Network (must have unique ring).
- *Base public address notification system (Giant Voice, etc.).
- *Clocks. Sufficient to display Local, Zulu and, appropriate reference times.
- *Covert Duress System.
- *Crash Net system (Primary Net-monitor capability/Secondary Net-respond capability) Units with an airfield only.
- *Facsimile machine(s) capable of secure and non-secure processing.
- *Multi-channel Recorder (Recommend replacing all analog recorders with digital systems when purchasing a new recorder is considered.).
- *STU-III.
- *UHF/VHF multi-channel radios (Required for those bases supporting aircraft operations).
- Automated recall system.
- Defense Messaging System Terminal/capability.
- Closed Circuit TV.
- Flight following systems.
- Global Command and Control System (GCCS) (The GCCS should be located in the console area).
- Internal (CP) public address system.
- Personal computers (E-mail capability).
- Safes/security containers.
- Shredder (Communication Security (COMSEC) -approved).
- *Telephones in the command post must be equipped with push to talk handsets. Headsets must have push to talk capability or noise canceling technology preventing background conversations from being heard and a microphone mute setting.
- Television override/messaging system.

- Unlisted commercial line (direct commercial line, bypassing base switchboard operator).
- Video Camera.
- Weather data source (terminal area data) NOTE: Only required at bases with an airfield.

2.2.4.1. Ensure units maintain an alternate facility that supports fixed and/or deployed operations. Operational capability must be based on the "train as we fight" philosophy and support command, control, communications, computers and intelligence (C4I) needs.

2.2.4.1. (AFMC) Units will have an alternate CP. Identify and ensure equipment is available to ensure continuous command and control support. Equipment must be in place in the Alternate or in use at the Primary CP with the ability for CP duty controller to relocate it in the event of an evacuation.

2.2.4.2. Alternate facilities may be shared with another function, provided controllers maintain the ability to receive and process EAMs in a secure environment and without interference from other activities.

2.2.4.3. (Added-AFMC) The GCCS terminal in the CP may be designated a common user area by the host commander; however, CP controllers will not be used to pull data or execute systems for users outside the CP. Outside users must obtain their own user accounts and training prior to being granted access to a GCCS terminal in the CP. Access will be granted on a non-interference basis only. Comply with 2.2.4.4. below.

2.2.4.4. (Added-AFMC) Primary facilities may be shared with another function, provided controllers maintain the ability to receive and process EAMs in a secure environment and without interference from other activities.

2.2.5. Identify manning requirements for functional areas. Requirements will be defined by position title, grade, Air Force Specialty Code (AFSC) or Special Duty Identifier (SDI), and skill-level, according to AFMS 135A.

2.2.6. Develop, maintain, and administer a comprehensive training program designed to support initial qualification/certification and recurring training requirements. As a minimum, recurring training is conducted on a quarterly basis.

2.2.6. (AFMC) Training Program. The CP chief ensures development of individualized training programs IAW MAJCOM MTL, determines the duration and scope of training, and ensures trainees are proficient in all necessary tasks. Also, when controllers are unable to certify within 90 days, the Chief notifies HQ AFMC/DOOC with a remedial training plan and requests a training extension. If the trainee is still not ready for certification after remedial training: an assessment of the trainee's training deficiencies will be made and coordinated with AFMC/DOOC prior to evaluating them for personnel disposition. The CP chief will designate in writing, as a minimum, a highly qualified 5-skill level certified controller to perform duties as training manager. An example of a comprehensive training program outline is provided in Attachment 3. Composition of training program will include, at a minimum:

- A master task list (MTL) developed, utilizing the AFMC MTL. The list will contain all tasks performed by the controllers.
- A master controller training outline (CTO) or master lesson guide (MLG) tailored to meet mission requirements.

- An annual training plan (ATP).
- The ATP projects a logical month by month training plan of all required training, which includes EAMs, OPlans, OIs, and QRCs.
- The ATP will tie all recurring training together whether it be formal, self study, or examination/tape training.
- The ATP will be reviewed annually.

2.2.6.1. Ensure strict guidance is provided to commanders at all levels regarding compliance with established timing criteria for reports contained in Joint Publications, AFMAN 10-206, *Operational Reporting*, and AFI 10-201, *Status of Resources and Training System* (SORTS).

2.2.6.1. (AFMC) AFMC Status of Resources and Training System . (SORTS) guidance is provided in AFI 10-201/AFMC Sup 1. Each AFMC CP will maintain a copy of AFI 10-201 and the AFMC Supplement. AFMC Operational Reporting guidance is provided in AFMAN 10-206/AFMC Sup 1. Each AFMC CP will maintain a copy of AFMAN 10-206 and the AFMC Supplement.

2.2.6.2. Ensure all training required in the CFETP, Part II, is conducted IAW AFI 36-2201 and applicable MAJCOM directives and mandatory qualification requirements from the 5 and 7-skill levels are included in MAJCOM training plans.

2.2.6.3. Ensure AF Form 623s are maintained IAW AFI 36-2201 and other applicable directives.

2.2.7. Maintain reliable/redundant voice connectivity with assigned command posts at all times.

2.2.7. (AFMC) The AFMC Emergency Actions Conference. (EAC) is the primary voice system used to notify AFMC units of impending attacks and record copy transmission of EA traffic. The CP chief will ensure the EAC terminates on a separate line with distinct audible or visual recognition. Under no circumstances will the EAC terminate to a routine administrative or rotary line. Procedures will be written to ensure the EAC is never placed on hold.

2.2.8. Establish requirements for/define qualifications of command representatives (COMREPs).

2.2.8. (AFMC) AFMC tenant units are authorized one Command Representative (COMREP) position. COMREPs are a staff position assigned to the local AFMC commander. COMREP is a CP overhead position, therefore their daily duty location is the CP. HQ AFMC/DOOC recommends periodic meetings with the local AFMC commander to discuss issues and concerns. The intent is to ensure the COMREP's actions reflect the local AFMC commander's policies. The AFMC COMREP will possess extensive experience in AFMC command and control, be an E-6 or above (a highly qualified E-5 may be assigned if approved by HQ AFMC/DOOC), and must be a CAFSC 1C351. Exception: Robins AFB is authorized to fill the COMREP position with a civilian E-6 (or higher) equivalent assigned to WR-ALC/XPW. The Robins AFB COMREP will accomplish all COMREP duties contained in this supplement, as excepted.

2.2.8.1. (Added-AFMC) COMREP Responsibilities:

- Ensuring CP compliance with all AFMC directives.
- Reviewing, at least semiannually, all CP checklists, OIs, AFMC OPlans, LOA/MOA/LOU/MOU and SORTS books to verify they accurately reflect AFMC procedures and requirements.

- Develop, validate, and establish unit unique CP AFMC training and certification requirements (the COMREP recommends AFMC certification to the certifying commander.).
- Provide an AFMC presentation at controller training meetings.
- Be multi-command certified to perform unsupervised console duties (except Robins AFB).

2.2.9. Establish physical security requirements. The command post will either be a controlled or restricted area. Visitor entry into the command post will be controlled through a single entry point. Personnel permanently assigned to the command post will control access. During increased operations, security forces may control access.

2.2.9. (AFMC) The CP Chief will establish and publish entry control procedures (OI, EAL book, etc.).

2.2.9.1. Only EA personnel are authorized to control access to EA cells.

2.2.9.2. Ensure all personnel performing duty in the command post environment are trained in physical and communications security requirements.

2.2.9.3. Ensure procedures are developed to minimize command post access.

2.2.9.4. (Added-AFMC) The duty controller will provide emergency access to the base Fire Department and Hospital. In the event of fire the controller will be present or block the door open prior to evacuation. A key will be provided to the Security Forces along with a letter identifying CP personnel to be notified whenever contact is lost with the duty controller. This letter will be updated at least quarterly.

2.2.10. Standardize command posts to the maximum extent possible.

2.2.11. Establish tour and duty restrictions. Command post personnel/controllers working rotating shifts will not perform additional duties outside of the command post/command and control work center. This provision does not apply to personnel in overhead positions or those performing duties based on the standard Monday through Friday workweek.

2.2.11. (AFMC) "Rotating Shifts" includes schedules where controllers work "straight shifts", i.e., all swing shifts, etc. Shift workers are those workers not working the normal Monday through Friday, 0730-1630 shift. Bay orderly is considered an additional duty and will not be performed by AFMC controllers. Shift work does not relieve CP controllers from completing military training responsibilities. Agencies scheduling training must coordinate with the CP Chief NLT 15 days prior to the requested training date. All appointments generated for CP controllers must be scheduled 15 days prior and coordinated with the CP Chief. (The CP Chief will make every effort to respond to Orderly Room/Commander's Support Staff appointment request as soon as possible, i.e., in less than 15 days. But the decision of the CP Chief is final). There are two exceptions: urinalysis testing appointments will be accomplished when tasked and the Commander or First Sergeant can call anyone to his/her office at anytime; scheduling is not required.

2.2.11.1. (Added-AFMC) Duty schedules. The CP Chief will establish procedures to ensure a final duty schedule is released not later than 15 calendar days prior to the first of the month (i.e., Apr 00 schedule would be signed and delivered to each controller (or placed in their distribution box) no later than 17 Mar 00). "Final Schedule" does not preclude shift swaps by controllers. Schedules will reflect scheduled appointments and leave.

2.2.11.2. (Added-AFMC) Command Post retrainee 1C3X1 personnel must have three months C2 experience pulling rotating shifts in a Command Post prior to working straight day shifts in an overhead position.

2.2.11.2.1. (Added-AFMC) Schedules will be fair and equitable. Schedules will cover the 24-hour day with 8-hour shifts. Notify HQ AFMC/DOOC if operating on 12-hour shifts (Exception: December/January holiday schedules.) Maintain schedules IAW AFMAN 37-139.

2.2.11.3. (Added-AFMC) Overhead Positions. Personnel in overhead positions may perform additional duties outside the CP. All enlisted overhead personnel are required to perform 2 console shifts per month: To preclude conflict with shift schedules, scheduling agencies must consult the CP chief at least 15 calendar days in advance. Support of other additional duties and details by overhead personnel is permitted only if: controllers are not forced into 12-hour shifts, all controllers continue to receive adequate time off (a minimum of 12 hours off between shifts).

2.2.12. Develop method to document controller training and certification. Records of recurring training (i.e., self-study letters, test scores, etc.) are maintained for a minimum of one year.

2.2.12. (AFMC) CP training sections may use the examples in attachment 4 to document controller training and certification.

2.2.13. (Added-AFMC) Staff Assistance Visits (SAVs) SAVs are unit funded. HQ AFMC visits to help units identify and alleviate problem areas within their CPs. If the unit desires a SAV but is unable to fund it, request a SAV from HQ AFMC/DOOC (include the reason funding is not available). A SAV could include an In-brief/Out-brief with the Wing Commander and a formal report.

2.2.13.1. (Added-AFMC) SAV Team Composition. The SAV team composition will be determined based upon unit CP needs identified to HQ AFMC/DOOC.

2.2.13.2. (Added-AFMC) SAV Requests. To request a SAV, contact HQ AFMC/DOOC by message. Identify particular areas of interest and the proposed SAV dates.

2.3. Installations will:

2.3.1. Consolidate command and control functions within a single command post organization (Exceptions: Non-mobilized ANG units operate stand alone operations centers due to their state and federal missions and command structure). Other functional areas may be consolidated at the discretion of the installation commander or MAJCOM.

2.3.1. (AFMC) AFMC CPs are authorized to consolidate with other 24-hour base agencies where possible. CPs consolidating with other base agencies will comply with the conditions of paragraph 2.2.4.4. and coordinate their consolidation plan with HQ AFMC/DOOC at least 30 calendar days prior to implementation.

2.3.2. Establish and maintain a responsive and reliable communications system linking the command post with the NMCC, AFOC, applicable MAJCOM, NAF, and operational and operational-support agencies at all times.

2.3.2. (AFMC) Establish a notification system that ensures timely notification and recall of unit personnel and supporting agencies. Recall terminology will be established by the unit. Ensure recall terminology doesn't violate Operations Security (OPSEC).

2.3.3. Ensure EA formats are available for each prescribed message. Use of EA checklists is mandatory.

2.3.4. Ensure the operations, maintenance, training, and reports management functional areas are staffed only with qualified personnel.

2.3.5. Establish, maintain, and administer a comprehensive, up-to-date training program based on MAJCOM guidance, supported command requirements, host/tenant unit requirements, and the 1C3X1 CFETP. As a minimum, recurring training is conducted on a quarterly basis.

2.3.6. Develop written procedures to provide command and control under less-than-optimum conditions such as forced relocation, communications outage, fire, natural disaster, etc.

2.3.6. (AFMC) AFMC CPs will develop Operating Instructions (OI) and Quick Reaction Checklists (QRC) to guide controller actions and reporting requirements. The CP chief is responsible for determining what situation requires an OI or QRC and annually reviewing OIs and QRCs for currency and sufficiency.

2.3.7. (Added-AFMC) Self-Inspection program. The CP Chief will establish a self-inspection program. Each functional area will be inspected using the AFMC Self Inspection checklist, locally developed checklists, and program manager checklists (ex. COMSEC self inspection checklist provided by the COMSEC manager; Security Self Inspection Checklists provided by Acquisition Security, etc.) Self-inspections will be accomplished semi-annually or as indicated in the programs' governing directives. Maintain self-inspection records IAW AFMAN 37-139.

2.3.7.1. (Added-AFMC) The program manager should avoid conducting official (final) self-inspection. Another program manager would be the desirable inspector.

2.3.8. (Added-AFMC) Plan and Support Agreement Review. Command post chiefs will review and document, at least annually, all OPlans and Support agreements in place that require CP support or action. The CP Chief may appoint an OPlan manager for this purpose. If so, the chief must also sign-off the annual review. Contact your local Plans office and/or review AFI 25-201, Support Agreement Procedures for guidance.

2.3.9. (Added-AFMC) Continuity Binder. CP Chiefs will establish and maintain a CP Continuity Book. Continuity pages will be maintained on each functional area, additional duty, and other tasks as desired. Continuity pages will list, at a minimum, the Subject/Title, CP OPR, outside points of contact and procedures required to complete assigned tasks. The CP chief and the CP OPR will review each page at least annually.

2.3.10. (Added-AFMC) Each CP with a separate budget will appoint a Resource Manager to oversee that budget.

Chapter 3

PERSONNEL

3.1. Staffing.

3.1.1. Staffing of command posts, operations centers, control centers, and/or NAF command centers performing command and control, or command and control related duties will be IAW AFMS 135A. AFMAN 36-2108, *Airman Classification*, identifies mandatory and minimum requirements for entry, award, and retention of the command post AFSC. Additional OJT and upgrade requirements may be required by the CFETP, governing MAJCOM, or locally determined directives.

3.1.1. (AFMC) AFMC CPs must be manned with one certified controller per shift. (**Exception:** Due to it's unique multi-command mission, Hill AFB must be manned by two certified controllers.)

3.1.2. According to the USAF Retraining Advisory, applicants applying for retraining into the 1C3X1 career field must be interviewed by the local command post chief or superintendent to determine suitability for command post duty. If no command post exists, individuals must be interviewed and recommended for entry into the command and post specialty by their commander. All recommendations must be reviewed and approved by the MAJCOM Functional Manager (not applicable to the ANG). Personnel not meeting minimum requirements (i.e., AQE score, physical requirements, etc.) may request a waiver for entry into the career field through their MAJCOM Functional Manager, to the Air Force Career Field Manager for approval.

3.1.2.1. The interview process is critical to maintaining the integrity of the command post career field. Command post missions differ from command to command and weapons system to weapons system. Therefore, the interviewer must consider the person's ability to meet all career field requirements when deciding whether to recommend a person for retraining into the 1C3X1 career field. Minimum requirements for a retraining interview are at Attachment 2. MAJCOMs or unit command posts may add additional requirements.

3.1.2.1. (AFMC) The interviewer will use the Retraining Interview guide at Attachment 5 and their own experience to conduct the interview. Oral and written communication abilities will also be evaluated.

3.1.3. A 1C371 (TSgt/MSgt) should man the senior console position.

3.1.3.1. Units experiencing a TSgt/MSgt (CAFSC 1C371) shortage due to upgrade training (UGT) or manning shortfalls, may fill the senior position with a SSgt/SrA (CAFSC 1C351). Command post chiefs must advise the MAJCOM 1C3X1 Functional Manager when filling the position with a SrA (CAFSC 1C351) (not applicable to the ANG). Senior controller positions will not be filled with 3-skill level personnel.

3.1.3.2. Commanders may be required to shift priorities from day-to-day functions to operations necessary to satisfy temporary contingency, wartime, or other emergency requirements. Augmentation programs are designed to meet these temporary needs. AFI 10-217, *Resource Augmentation Duty (READY) Program*, explains AF policy and procedures for the READY program.

3.1.4. (Added-AFMC) Submit unit manning document UMD) changes through:

HQ AFMC/DOOC

BLDG. 262 RM. S143

4375 Chidlaw Rd

WRIGHT-PATTERSON AFB OH 45433-5740

3.1.5. (Added-AFMC) AFMC CPs will provide HQ AFMC/DOOC manning reports by the 3rd calendar day of each month. Manning reports may be transmitted in this order: email, FAX, or DMS. Manning reports will be formatted using the example in Attachment 6, AFMC Command Post Manning Report, RCS: MTC-DO(M) 8501. This report is designated emergency status code D. Immediately discontinue reporting during emergency conditions. Continue reporting during minimize. Arnold CP, Eglin and Tinker COMREPs submit reports on AFMC personnel as changes occur.

3.2. Command Representative (COMREP). A COMREP is authorized to provide command unique expertise in the requirements and procedures of a unit supported by another command's command post (i.e., 388 FW, ACC supported by the Hill Consolidated Command Post, AFMC). MAJCOMs determine grade and skill requirements for COMREPs.

3.3. Security Clearances. 1C3X1 personnel assigned to operations, reports, training, or overhead positions must possess a Top Secret security clearance. All other personnel performing duties in the command post (i.e., MCF, Information Management) must possess, as a minimum, a Secret clearance.

3.4. Additional qualifications (i.e., certification under the Personnel Reliability Program, access to Sensitive Compartmented Information, or Single Integrated Operational Plan) may be required locally or by MAJCOMs to support unique mission or functional area requirements.

Chapter 4

COMMAND POST FUNCTIONAL AREA RESPONSIBILITIES

4.1. Operations Control Function (OCF).

4.1.1. The OCF is a 24-hour function responsible for, as a minimum, the following.

4.1.2. Emergency Actions. 1C3X1 personnel performing EA duty must remain in the immediate vicinity of the console in order to respond to EAMs in a timely manner.

4.1.2.1. The command post OIC or superintendent may designate one individual to attend mandatory meetings such as Commander's Call. The individual attending will brief all command post personnel on items of interest.

4.1.3. Crisis coordination and disaster response.

4.1.4. Flight following or mission monitoring and coordination.

4.1.5. Maintain key personnel locator.

4.1.6. Maintain an events log documenting daily shift activities and significant events/incidents.

4.1.6. (AFMC) Controllers must maintain an Events Log which serves as an official chronological record of events affecting the unit or its functions. Entries in the log should include but not be limited to:

- Personnel on duty.
- Summary of unusual events.
- Results of tests or exercises.
- Changes to unit posture and preparedness.
- Emergency conditions or equipment failures.
- Any event requiring follow-up actions at a later time or on a different shift.

4.1.6.1. (Added-AFMC) Log entries will be made as soon as possible after the event including the times of occurrence. Log entries must be accurate and contain enough information to explain the situation fully (who, what, when, where, why and how) Classify logs according to content.

4.1.6.2. (Added-AFMC) Three logs may be maintained concurrently in the CP:

- Unclassified Events log.
- Classified Events log. All entries in a classified log will begin with a parenthetical classification marking, i.e.; (S), (C), (U). Note the opening of a classified log in the Unclassified Events log.
- Exercise log. To prevent lengthy logs, an exercise log may be maintained.

4.1.6.3. (Added-AFMC) Events logs may be computer generated or a locally developed form. If an electronic events log is used, develop procedures to back-up the log prior to every shift change. Retain events logs IAW AFMAN 37-139. Archive copies of electronic events logs may be retained on floppy diskette instead of paper. The current month's logs should be printed out

nightly and retained on the console for review and reference. The CP Chief/Superintendent and/or NCOIC will review and initial the duty log on their next duty day.

4.1.7. (Added-AFMC) Operating Instructions (OI): Each facility must maintain a current set of OIs. OIs serve as the controller's reference and should provide necessary guidance for the controller's actions.

4.1.7.1. (Added-AFMC) OIs usually are based on higher headquarters directives and include amplification necessitated by local conditions. The complete OI usually enables the controller to act without further reference to higher headquarters instructions or directives; however, all required references should be listed. OIs do not preclude the requirement for a set of pertinent directives see 4.1.9 (Added). OIs will be limited to a maximum of ten (10) notifications per controller. The CP chief will review the OIs at least annually to ensure they are accurate and current. At a minimum, maintain an OI on the following subjects:

- COMSEC OI's as required by AFI 33 series instructions.
- CP functions.
- Controller duties.
- Controller's Information File.
- Duty Log.
- Duty schedule, timeoff and leave.
- Equipment operation.
- Priority of actions.
- Reporting.
- Training and certification.

4.1.8. (Added-AFMC) Controller Checklists. Each controller position should have checklists outlining the necessary steps to be taken in emergency, abnormal, and certain recurring circumstances readily available. Each checklist should include the proper individuals or agencies to contact, including means of notification (i.e., LMR, DL[Direct Line], etc.) If a checklist can prescribe complete action, an OI covering that action/topic is not required. The CP chief will review the Checklists at least annually to ensure they are accurate and current.

4.1.8.1. (Added-AFMC) Checklists, to be useful, must be brief and accurate. All checklists will be limited to a maximum of ten (10) notifications per controller.

4.1.8.2. (Added-AFMC) Maintain checklist to provide procedures and required actions to accomplish for the following at a minimum):

- Communication/power outage.
- CP evacuation (emergency and planned).
- Deployment/Mobility alert/warning/preparation order receipt.
- Helping Hand / Covered Wagon.
- Hostage Situation.
- IG reception.
- Mobilization.

- Major Accident Response.
- SAFEHAVEN notifications/reception (both DOE SAFEHAVEN and MTMC SAFEHAVEN).
- THREATCON change.

4.1.8.3. (Added-AFMC) Maintain a minimum of two checklist binders on the console. The extra checklist binder may be used when controller training scenarios and certifications are conducted. The extra binder will be most useful when two persons work a situation (i.e., when overhead personnel come to the console to assist with emergencies).

4.1.8.4. (Added-AFMC) The following non-time critical checklist, at a minimum, will be maintained. A separate "Shift" checklist binder is recommended.

- Shift Checklist for each shift (8 and 12 hour).
- Shift Changeover.
- Zulu Changeover.
- End of Month Changeover.
- End of Year Changeover.

4.1.9. (Added-AFMC) CP miscellaneous publications. The chief of a division may determine whether to maintain paper copies of required directives on hand or rely on electronic access/copies. Access to the documents listed in Attachment 7 will be maintained, maintain a printed copy of those marked with an * (Access is defined as: a list of each publication and the World Wide Web address where it can be reviewed; maintaining a current (not more than 6 month old) copy of the Air Force Electronic Publication Library (AFEPL) CD-ROM in the admin section or a hardcopy stored in the CP.)

4.1.10. (Added-AFMC) Controller's Information File (CIF) The CIF is used to provide controllers with transitory information necessary to conduct operations. Upcoming events, newsletters, etc. are posted in the CIF. The CP Chief will establish a CIF and provide procedures for its use, review, updating and item removal. There will be at least two sections in the CIF, Temporary and Permanent. Controllers will review and initial the CIF prior to assumption of duty.

4.1.11. (Added-AFMC) CP Chiefs will assign additional duties by memorandum. An appointment letter for each additional duty, or letter with all additional duties and assignments, will be published and a copy maintained in the Permanent CIF.

4.2. Maintenance Coordination Function (MCF).

4.2.1. The MCF is a 24-hour function that performs, as a minimum, the following.

4.2.2. Monitors and coordinates the status, production efforts, maintenance schedules, and locations of all assigned and transient weapons and aerospace systems.

4.2.3. Logistics and maintenance reporting.

4.2.4. Allocates specialists as needed for shared-support requirements.

4.3. Reports.

4.3.1. The Reports function performs, as a minimum, the following.

4.3.1. (AFMC) All 1C3 personnel must be certified in operational reporting. Certification of 86P0 personnel is not required. Personnel not certified in Operational Reporting will not brief reporting requirements or submit operational reports.

4.3.2. Operational reporting in accordance with AFMAN 10-206.

4.3.3. SORTS reporting in accordance with AFI 10-201.

4.3.4. Operational Reports Required by Arms Control Treaty. Applicable treaties include the Intermediate Range Nuclear Forces (INF), Chemical Weapons Convention (CWC), Confidence and Security Building Measures (CSBM), Conventional Forces Europe (CFE), Open Skies (OS), and Strategic Arms Reduction Treaty (START). Units subject to START will comply with AFMAN 16-602, *The Strategic Arms Reduction Treaty (START) Tracking and Reporting System (STARS) User Manual*. Specific guidance for other treaties will be provided by the unit's Treaty Compliance Office.

4.4. The command post training section is responsible for training controller personnel on items outlined in [Chapter 5](#).

4.5. Battle Management Center/Survival Recovery Center (BMC/SRC). When activated, the BMC hosts the unit or installation Battle Staff or Crisis Action Team. The composition and function of the BMC/SRC is a MAJCOM or unit prerogative.

Chapter 5

TRAINING, TESTING, AND CERTIFICATION

5.1. Training Requirements.

5.1.1. Units will develop and implement a training program. Instructional System Development (ISD) is the official Air Force process for training personnel and developing instruction materials. To ensure learning activities are based on the desired learning outcome, AFMAN 36-2234, *Instructional System Development*, should be used. Other training systems meeting or exceeding the ISD standard may be used provided the desired learning outcome is achieved.

5.1.1. (AFMC) Each CP will develop a comprehensive training program that includes all controller tasks and testing requirements. Tasks are divided into four main areas: security, console operations, SORTS reporting, and administrative duties. Sub-areas will be determined at unit level.

5.1.2. The goal of using ISD or a comparable system is to increase the effectiveness and cost-efficiency of education and training by fitting command post training and instructions to the job. With ISD, command post training products are constantly evaluated for improvement and quality. Other systems must provide an evaluation capability comparable to ISD.

5.1.3. Prior to performing unsupervised duties, controllers will be trained and certified in accordance with this instruction and MAJCOM directives. Command post training falls into three categories: initial, refresher, and recurring.

5.1.4. All command post personnel not assigned as controllers (i.e., command post managers, training and reports personnel) will have a thorough understanding of command EA procedures to facilitate mission effectiveness. Gaining commands will determine EA certification requirements for Air Reserve Technician (ART) controllers.

5.1.4. (AFMC) All Command Post (C2) personnel (e.g., Air Force Specialty Codes 1C3X1) assigned to an AFMC CP will be trained in console operations. All 1C3X1 personnel will be certified in AFMC EA procedures. To ensure proficiency, all certified controllers not on leave or TDY (to include the CP Chief/Superintendent, COMREP (para. 5.1.4.1. applies), and other overhead personnel) will perform console duties for a minimum of two eight hour shifts per month. It is recommended that officer (86P0) CP personnel be certified.

5.1.4.1. (Added-AFMC) The COMREP must be consulted prior to releasing and approve any schedule where they appear. AFMC COMREPs and CP chiefs may prepare schedules requiring the COMREP to perform more than 2 shifts per month if:

- COMREP duties and responsibilities continue to be accomplished; AND
- COMREP is consulted prior to publishing the schedule; AND
- If the COMREP can not support the CP Chief the COMREP will notify and consult HQ AFMC/DOOC.

5.2. Initial Training. Controllers without prior command and control experience will receive initial training. Initial training will include the following areas as a minimum: OPSEC, COMSEC, information

and physical security, emergency actions, flight following or mission monitoring, and USAF and command operational reporting requirements.

5.2.1. All training will be accomplished by a controller certified in the duties being trained.

5.2.1.1. Task trainers must be recommended by the supervisor, appointed by the commander, attend and complete a formal trainers course, and be task certified.

5.2.1.2. Task certifiers must be appointed by the commander, task qualified and certified, and may not be task trainers. Only those tasks designated as core or critical need be certified. Task certifiers must attend and complete a formal certifier course and be at least a SSgt 5-level.

5.2.2. Command post managers must determine when each trainee has the required knowledge and proficiency to perform unsupervised duties.

5.2.2. (AFMC) The CP chief determines scope and duration of initial training with the following exceptions: Initial training for 3-skill levels will not exceed 90 calendar days. Training outlines will be locally developed to ensure trainees are proficient in all tasks. Training outlines will be used to track trainee progress. Job certification is only required to perform EA procedures. Training outlines will be maintained IAW AFMAN 37-139. Unit CPs will expand and use the HQ AFMC training outline.

5.2.3. (Added-AFMC) A separate CTO is accomplished for each individual entered into training. Each CTO should contain at least three sections:

- Section I General introductory information and an overview of job requirements.
- Section II Outline of material to be trained. Material covered will be accomplished in phases. Trainees will be tested at the end of each phase. Tests will be critiqued to 100 percent. Tests may be open book, closed book or situational. Spaces are provided at the end of each phase for trainer and trainee initials, date completed, and test score. Also provide a space for review of each phase by the Chief or Superintendent.
 - All trainees must be given both written and practical evaluations during initial training to measure trainee's comprehension of command and control tasks and concepts.
 - Visits to other agencies and the Alternate CP should be an integral part of initial training.
- Section III This is the certification phase that should include: Emergency Action EA) certification exam, General Knowledge Test GKT), equipment demonstration, and documentation of all examination scores.
 - Completion of initial training. Initial training is complete when:
 - The primary trainer recommends certification, AND
 - The trainee's supervisor recommends certification, AND
 - The training NCO recommends certification. AND
 - The AFMC COMREP recommends certification (where applicable), AND
 - The CP Chief recommends certification (the Chief should seek out and consider the trainee's recommendation/non-recommendation for certification).
 - Upon completion of initial training and prior to certification trainees will be given a certification examination. The certification examination will be a comprehensive general knowledge test encompassing tasks covered in the units CTO/MLG, a closed book EA test

and a practical evaluation (scenario). **Note:** The practical evaluation must include at least 5 inputs on at least 2 separate events (ex., Aircraft crash and concurrent THREATCON change) and an Emergency Action scenario. The certifying commander is highly encouraged to be present for the certification scenario. The commander of AFMC resources must certify the controller for AFMC EA or delegate certification authority to the CP host Commander. Formal certification should follow the scenario.

5.3. Refresher Training. Refresher training is a condensed version of the initial training program. It is designed to teach controllers with prior command and control experience local procedures and command unique mission requirements. It is also used to re-certify controllers who have not performed command and control duties for a period of 60-days in their respective MAJCOM.

5.3.1. (Added-AFMC) The CP chief will determine the scope and duration of refresher training based on the situation not to exceed 60 days. Controllers with recent or continuous CP experience will receive training based on a condensed version of the initial training outline. This training must provide familiarization with local operating procedures and requirements. The chief of the CP will determine certification time allowed based upon the controller's experience level and recommendations of the unit CP training staff. The exact content of training will be based on the controller's previous experience and currency. Refresher training will be documented and maintained IAW AFMAN 37-139.

5.4. Recurring Training.

5.4.1. The purpose of recurring training is to ensure controllers remain knowledgeable in all areas pertaining to their unit's mission. Recurring training consists of formal training, self-study, and examination training.

5.4.1. (AFMC) CPs will conduct recurring training to maintain controller proficiency and currency. Recurring training should systematically cover all aspects of CP operations including controller tasks, applicable OPlans, tenant agreements, and local requirements. Recurring training will be documented and maintained IAW AFMAN 37-139.

5.4.1.1. Formal Training. Formal training is conducted in a "classroom" environment. Subjects such as EA, mission movement, CONPLAN XX, OPORD XX, and commander interest items, etc. are covered. Formal training must include one hour of actual training using the above mentioned subjects. All command post controllers must attend unless excused by the OIC/Superintendent. Conduct formal training on a quarterly basis as a minimum.

5.4.1.1. (AFMC) Formal Training. This training will be conducted on a scheduled basis and controllers must complete a minimum three hours per quarter. A record of attendance, topics covered, guest speakers, and non-attendees will be maintained IAW AFMAN 37-139. All available controllers will attend formal training sessions, unless excused by the Chief or Superintendent. Controllers who miss a training session must review the documentation with the training manager as soon as practical. The Wing Commander is highly encouraged to attend the controller-training meeting at least semi-annually.

5.4.1.1.1. (Added-AFMC) AFMC/DOOC will host a video teleconference (VTC) with all CPs quarterly, as required. COMREPs, CP Chief, Superintendent or NCOIC are required to attend. Eglin, Robins, and Tinker Command Post Chief, Superintendent or NCOIC are invited

to attend. A list of minimum topics for discussion will be distributed NLT the week prior to the VTC.

5.4.1.2. Self-Study. Each month a letter will be published outlining publications for review. Every effort should be made to ensure new and revised publications are reviewed by all controllers in a timely manner.

5.1.4.2. (AFMC) Self Study Training. The training manager will publish a monthly letter outlining self study requirements. Rather than assigning the entire instructions, reading assignments will indicate specific chapters, annexes, and paragraphs. Self study letters will be maintained for one year. Self study topics should be a special interest item at training meetings to reinforce and expand on the material.

5.4.1.3. Examination Training. Examination training consists of written examinations (EA and General Knowledge) and scenario training. General Knowledge examinations should be based on materials published in the monthly self-study letter.

5.4.1.3.1. Written examinations consist of open or closed book testing. All controllers are required to complete a monthly examination. The minimum passing score for examinations is 90 percent. Examinations will be critiqued to 100 percent.

5.4.1.3.1. (AFMC) Written Examinations. Test will measure understanding and application of information rather than rote memorization. General Knowledge Tests will contain a minimum of 25 open book questions. EA test will contain a minimum of 25 closed book questions. Questions will be taken from the current month's self study letter. Document controller testing and maintain IAW AFMAN 37-139. **Note:** Consolidated CPs may merge their General Knowledge tests with the other Command's General knowledge test requirements so long as a total of at least 25 questions are asked. CPs must administer a, minimum, 25 question EA test covering AFMC procedures.

5.4.1.3.2. Scenario training is based on events or incidents pertaining to a unit's mission. Units involved with the launch or control of nuclear weapons will conduct scenario training. All units should perform some scenario training to validate procedures and ensure uniformity of actions.

5.4.1.3.2. (AFMC) Scenario Training. All certified controllers will participate in monthly scenario training. This training will be based on the ATP, and will consist of a minimum of 2 situations, reinforcing formal training and self study material. The training manager must provide inputs and assume various roles to develop a truly realistic environment. The training manager will critique controller performance during and/or after each situation. Monthly situational and controller critiques will be maintained IAW AFMAN 37-139. Develop local procedures to ensure training messages and reports are not transmitted.

5.4.1.3.2.1. (Added-AFMC) Performance Evaluations (PE). Certified controllers will be administered a performance evaluation on a quarterly basis. PE scenarios will be provided to the CP Training Manager by HQ AFMC/DOOC in February, May, August and November. PEs will cover at least one EA input and follow-on recall actions, and will be supplemented by the unit to include local procedures to support unit requirements. The Chief or Superintendent will observe all phases of a controller's response to PE inputs. Criteria for successful completion of a PE, remedial training, and de-certification will be addressed in the CPs training OI.

5.4.2. Certification. Certifying officials must document controller certification. At the MAJCOM level, certification is completed by the host Director of Operations or designated representative (this authority will not be delegated below the AOS/CC). At wing level and below, the commander or designated representative is the certifying official (this authority will not be delegated below the Wing Chief of Staff or comparable position). The certifying official must personally interview each controller prior to certification.

5.4.2. (AFMC) The Wing Commander (or Vice Commander) must certify controllers. AFMC commanders supported by a CP not in their chain of command may delegate certification to perform AFMC duties to the CP's host Wing Commander. Re-certification is not required when a change in certifying official occurs. The CP Chief/Superintendent must maintain a current certification (if CP Chief is an 86P0, certification is recommended). To ensure proficiency, all certified controllers, not on leave or TDY, will perform console duties for a minimum of two eight hour shifts per month.

5.4.2.1. A record of controller certification and recurring training must be maintained until the controller PCSs, separates, or retires.

5.4.2.2. Certification is accomplished for initial and refresher training.

5.4.2.3. MAJCOMs (for ANG units, the gaining MAJCOM) determine the criteria used to certify or decertify controllers.

5.4.2.3. (AFMC) The CP Chief decertifies individuals who fail to maintain an acceptable level of proficiency in their assigned position, fail more than two consecutive General Knowledge or two consecutive Emergency Action tests or a PE. Upon de-certification, controllers must enter refresher training and will be given an evaluation tailored to ensure controller proficiency in the annotated areas. De-certification action will be annotated on the back of the certification document and will include comments deemed appropriated by the CP chief. Notify HQ AFMC/DOOC immediately of de-certifications. Controllers must be re-certified by the certification official shown on the front of the certification record (or their replacement).

5.4.2.4. Units must document controller certification and decertification. The certification record must be annotated with the date of and reason for decertification.

5.4.2.4. (AFMC) The CP Chief determines how certification is documented (the example at Attachment 4 is recommended). The training manager will maintain certification records on each individual for the duration of their assignment to the CP. Refer to AFMAN 37-139.

5.4.3. Higher Headquarters Testing. IG and MAJCOM command and control standardization teams may test controllers on command and control procedures. Testing should not be used as sole reason for decertification. Controller decertification should be based on team performance and test failure. Testing involving positive control material procedures may involve stricter criteria.

Chapter 6

COMMAND POST ANNUAL AWARDS PROGRAM

6.1. Purpose. This instruction describes the implementation of HQ USAF/XOOO's annual Command Post (CP) Awards Program. It prescribes nomination and award criteria for six individual awards available, as well as the procedures that will be used to select and present the awards.

6.2. Award Categories. HQ USAF/XOOO will sponsor six annual individual CP awards in the following categories: CP Senior Non-Commissioned Officer (SNCO) of the Year, Maintenance Operations Center (MOC) SNCO of the Year, CP NCO of the Year, MOC NCO of the Year, CP Airman (AMN) of the Year, and MOC AMN of the year.

6.3. Nomination Requirements. All Active Duty, Air National Guard, and Reserve personnel meeting award criteria are eligible for nomination. Each Air Force MAJCOM, FOA, and DRU may submit one nomination for each individual award. Each Air Staff, Unified Command, Specified Command, or agency having an Air Force element may also submit one nomination for each individual award.

6.4. Eligibility Period and Submission Guidance. For all awards, the eligibility period will begin 1 January and end 31 December, with 2000 being the first year. HQ USAF/XOOO must receive all nomination packages no later than 10 March of the following year (i.e., 10 March 2001 for 2000 nominations). Packages received after 10 March will not be considered. Send nomination packages by mail or fax; do not send packages via AUTODIN/message. Mailing address: HQ USAF/XOOO, 1480 Air Force Pentagon, Washington D.C. 20330-1480. Fax number: Commercial 703-693-2183, DSN 223-2183. After all nomination packages are received, HQ USAF/XOOO will convene a selection committee to determine a winner in each category. The HQ USAF Director of Operations and Training (HQ USAF/XOO) will announce the winners via message during the first week in April.

6.4. (AFMC) HQ AFMC/DOOC must receive nomination packages no later than 1 February. Packages received after 1 February will not be considered. Send packages by mail or fax; do not send packages via AUTODIN/message. Mailing address: HQ AFMC/DOOC, Bldg 262, Rm S143, 4375 Chidlaw Road, Wright-Patterson AFB OH 45433. Fax number: Commercial 937-656-1433, DSN 986-1433. After all nomination packages are received, HQ AFMC/DOOC will convene a selection committee to determine an AFMC winner in each category. The HQ AFMC Director of Operations (HQ AFAMC/DO) will announce the AFMC winners via message during the first week in March. Winning packages will be forwarded to HQ USAF/XOOO for consideration.

6.5. Nomination Format. Use AF Form 1206, **Nomination for Award**, in Times New Roman font, 12-pitch, for each nomination. Submissions are limited to the front and back of the AF Form 1206. A brief letter of endorsement from the MAJCOM Functional Manager or nominating authority/chairperson will accompany each nomination package. Any other attachments or supplemental materials are not authorized. Comments and information on the AF Form 1206 will be in bullet statement format per criteria/categories listed below:

6.5.1. Leadership and Job Performance in Primary Duty – Specific aspects of job performance, which have contributed significantly to increased mission effectiveness during the recognition period. This is 40 percent of the assessment.

6.5.2. Leadership Qualities (Social, Cultural, and Religious Activities) – Contributions to the military/civilian community's welfare, morale, or status during the recognition period. This is 10 percent of the assessment.

6.5.3. Significant Self-Improvement Efforts – On/off-duty education, achievements in professional or cultural societies or associations, and development of creative abilities during the recognition period. Also, note any previously completed civilian degree or PME (CCAF, college degree, NCO Academy, etc.) in the nominees career. This is 20 percent of the assessment.

6.5.4. Other Accomplishments – The nature and results of the individual's personal accomplishments/ initiatives related to the work environment that set him/her apart from others of equal or higher grade. This is 20 percent of the assessment.

6.5.5. Articulate and Positive Representative of the Air Force – Ability must have been demonstrated as an articulate and positive enlisted member of the Air Force during this nomination period. This is 10 percent of the assessment.

6.6. Description of Awards. Winners of the annual individual awards will receive congratulatory letters and personalized plaques (or trophies) recognizing their superior performance and accomplishments.

6.7. Awards Program Administration. The Command Post Career Field Manager assigned to HQ USAF/XOOO is the focal point for this awards program. All questions concerning the program may be directed to that office at commercial: 703-695-2269, or DSN 225-2269. HQ USAF/XOOO will alert units in November of each year that the awards submission cycle is about to begin, and that nomination packages are due per the guidance indicated above.

MARVIN R. ESMOND, Lt General, USAF
DCS, Air and Space Operations

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 10-2, *Readiness*

AFMAN 10-201, *Status of Resources and Training System*

AFMAN 10-206, *Operational Reporting*

AFI 10-217, *Resource Augmentation Duty (READY) Program*

AFMAN 16-602, *The Strategic Arms Reduction Treaty (START) Tracking and Reporting System (STARS) User Manual*

AFMAN 36-2108, *Airman Classification*

AFI 36-2201, *Developing, Managing, and Conducting Training*

AFMAN 36-2234, *Instructional System Development*

AFI 37-124, *The Information Collections and Reports Management Program*

AFI 37-132, *Air Force Privacy Act Program*

AFI 48-123, *Medical Examination and Standards*

AFMS 135A, *Command Post Air Force Manpower Standard*

1C3X1 CFETP, *Command and Control Career Field Education and Training Plan*

USAF War and Mobilization Plan, Volume 3, Part 1, *Combat Forces (S)*

Terms

Air Mobility Operations Control Center—The 24-hour center for management, control, execution, and monitoring of all theater assigned and attached air mobility forces operating aircraft and missions away from home station within the overseas theater. It works closely with the HQ AMC Tanker Airlift Control Center to ensure seamless airlift for customers.

Air Operations Center—The principal air operations facility from which aircraft and air warning functions of combat operations are directed, controlled, and executed. It is the senior agency of the Air Force Component Commander from which command and control of air operations are coordinated with other components and Services. Also called AOC.

Command Center—A facility from which a commander and his/her representatives direct operations and control forces. It is organized to gather, process, analyze, display, and disseminate planning and operational data and perform other related tasks.

Command and Control—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating and controlling forces and operations in the accomplishment of the mission. Also called C2.

Command and Control System—The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned forces pursuant to the missions assigned.

Command Post—A unit or sub-unit's headquarters where the commander and the staff perform their activities. In combat, a unit or sub-unit's headquarters is often divided into echelons; the echelons where the unit or sub-unit commander is located or from which such commander operates is called a command post.

Installation Commander—The individual responsible for all operations performed by an installation.

Operations Center—The facility or location on an installation, base, or facility used by the commander to command, control, and coordinate all crisis activities.

Operational Unit—A numbered Air Force organization which employs assigned combat aerospace forces, and is listed in the USAF War and Mobilization Plan, Volume 3, Part 1, Combat Forces (WMP-3).

Operational Wing—A wing that has an operations group and related operational mission activity assigned to it. When an operational wing performs the primary mission of the base, it usually maintains and operates the base. In addition, an operational wing is capable of self-support in functional areas like maintenance, supply, and munitions. When an operational wing is a tenant organization, the host command provides it with varying degrees of base logistics support.

Rescue Coordination Center—A primary search and rescue facility suitably staffed by supervisory personnel and equipped for coordinating and controlling search and rescue and/or combat search and rescue operations. The facility is operated unilaterally by personnel of a single Service or component. For Navy component operations, this facility may be called a rescue coordination team. Also called RCC (or RCT for Navy component).

Attachment 2

RETRAINING INTERVIEW REQUIREMENTS

The following items are intended to provide an effective means of assessing if an individual meets the mandatory requirements for entry into the 1C3X1 AFSC. All references in items 1-11 are taken from the 1C3X1 CFETP, AFI 10-207, AFI 48-123, *Medical Examination and Standards*, and AFMAN 36-2108.

NOTE: MAJCOMs and unit command posts may supplement this list as needed.

1. Individual must be interviewed by the command post chief or superintendent.
2. Individual must be eligible for a TOP SECRET security clearance and for PRP certification.
3. Individual must have an AQE score of 48 in the General category of the AF Aptitude Test.
4. Individual must be able to speak clearly and distinctly, be able to type or keyboard at least 14 words per minute, have normal color vision as defined in AFI 48-123, and must be able to lift at least 40 lbs.
5. Individual must be a United States citizen.
6. Individual must have a completed AF Form 422, **Physical Profile Serial Report**. The form must indicate at least a two (2) for areas "P, U, L, and E" and a one (1) for areas "H and S." It must also indicate the individual is worldwide qualified, passed color vision examination, is medically qualified for mobility, and is able to speak clearly and distinctly.
7. The interviewer should request the individual bring a Report Individual Personnel (RIP) printout and his/her last five (5) EPRs (or as many as the individual has on file).
8. As part of the interview, give the individual a tour of the command post, explain the controller positions, back office positions, shift work schedules, training and certification requirements, monthly testing requirements, and general career progression as explained in the CFETP.
9. If the workload and classification environment permit, the individual should be allowed to sit in the console area with certified controllers to "get a feel" for command post operations and to talk with his/her future peers.
10. Advise individual applying for retraining that MAJCOM Functional Managers must approve recommendation to crosstrain into the 1C3X1 AFSC (not applicable to the ANG). Additionally, advise individual that an approved waiver is required to enter the field if the individual fails to meet the requirements in items 1-7 above. Waiver authority is the 1C3X1 Career Field Manager.
11. Prepare a letter of recommendation or disapproval to be included in the individual's Retraining Application Package.

Attachment 3

TEXT OF IC 2000-1

SUMMARY OF REVISIONS

This revision incorporates Interim Change 2000-1 and adds Chapter 6, Command Post Annual Awards Program, to the AFI. It gives criteria and instructions for the implementation of the Command Post career field annual awards. It should be incorporated in its entirety.

6.1. Purpose. This instruction describes the implementation of HQ USAF/XOOO's annual Command Post (CP) Awards Program. It prescribes nomination and award criteria for six individual awards available, as well as the procedures that will be used to select and present the awards.

6.2. Award Categories. HQ USAF/XOOO will sponsor six annual individual CP awards in the following categories: CP Senior Non-Commissioned Officer (SNCO) of the Year, Maintenance Operations Center (MOC) SNCO of the Year, CP NCO of the Year, MOC NCO of the Year, CP Airman (AMN) of the Year, and MOC AMN of the year.

6.3. Nomination Requirements. All Active Duty, Air National Guard, and Reserve personnel meeting award criteria are eligible for nomination. Each Air Force MAJCOM, FOA, and DRU may submit one nomination for each individual award. Each Air Staff, Unified Command, Specified Command, or agency having an Air Force element may also submit one nomination for each individual award.

6.4. Eligibility Period and Submission Guidance. For all awards, the eligibility period will begin 1 January and end 31 December, with 2000 being the first year. HQ USAF/XOOO must receive all nomination packages no later than 10 March of the following year (i.e., 10 March 2001 for 2000 nominations). Packages received after 10 March will not be considered. Send nomination packages by mail or fax; do not send packages via AUTODIN/message. Mailing address: HQ USAF/XOOO, 1480 Air Force Pentagon, Washington D.C. 20330-1480. Fax number: Commercial 703-693-2183, DSN 223-2183. After all nomination packages are received, HQ USAF/XOOO will convene a selection committee to determine a winner in each category. The HQ USAF Director of Operations and Training (HQ USAF/XOO) will announce the winners via message during the first week in April.

6.5. Nomination Format. Use AF Form 1206, **Nomination for Award**, in Times New Roman font, 12-pitch, for each nomination. Submissions are limited to the front and back of the AF Form 1206. A brief letter of endorsement from the MAJCOM Functional Manager or nominating authority/chairperson will accompany each nomination package. Any other attachments or supplemental materials are not authorized. Comments and information on the AF Form 1206 will be in bullet statement format per criteria/categories listed below:

6.5.1. Leadership and Job Performance in Primary Duty – Specific aspects of job performance, which have contributed significantly to increased mission effectiveness during the recognition period. This is 40 percent of the assessment.

6.5.2. Leadership Qualities (Social, Cultural, and Religious Activities) – Contributions to the military/civilian community's welfare, morale, or status during the recognition period. This is 10 percent of the assessment.

6.5.3. Significant Self-Improvement Efforts – On/off-duty education, achievements in professional or cultural societies or associations, and development of creative abilities during the recognition period.

Also, note any previously completed civilian degree or PME (CCAF, college degree, NCO Academy, etc.) in the nominees career. This is 20 percent of the assessment.

6.5.4. Other Accomplishments – The nature and results of the individual's personal accomplishments/initiatives related to the work environment that set him/her apart from others of equal or higher grade. This is 20 percent of the assessment.

6.5.5. Articulate and Positive Representative of the Air Force – Ability must have been demonstrated as an articulate and positive enlisted member of the Air Force during this nomination period. This is 10 percent of the assessment.

6.6. Description of Awards. Winners of the annual individual awards will receive congratulatory letters and personalized plaques (or trophies) recognizing their superior performance and accomplishments.

6.7. Awards Program Administration. The Command Post Career Field Manager assigned to HQ USAF/XOOO is the focal point for this awards program. All questions concerning the program may be directed to that office at commercial: 703-695-2269, or DSN 225-2269. HQ USAF/XOOO will alert units in November of each year that the awards submission cycle is about to begin, and that nomination packages are due per the guidance indicated above.

Attachment 4 (ADDED-AFMC)
INITIAL/RECURRING TRAINING PROGRAM OUTLINE

SECTION I GENERAL OVERVIEW

SECTION II: INITIAL/RECURRING TRAINING PROGRAM
(CTO Section II [Ref para. 5.2.3 above])

PART 1: Security

- Operations Security (OPSEC)
- Communications Security (COMSEC)
- Information Security (INFOSEC)
- Physical security

PART 2: Console Operations

- Emergency Actions Procedures
- Operational Reporting Procedures
- Quick Reaction Checklist Procedures
- COMSEC Inventory
- Flight following/mission monitoring
- Battle Staff Support

- Arms Control Treaty Reporting

PART 3: Status of Resources and Training System SORTS) reporting

- Unit Training
- Validation of Unit Reports and Databases
- Report Preparation and Transmission
 - SORTS Software Program Operating Procedures
 - SORTS Hardware Operations
- Commander's Briefing

PART 4: Administrative Duties

- File & Publication Maintenance
- Security (Physical & OPSEC)
- Message preparation and distribution
- Safety
- Facility Management

SECTION III: CERTIFICATION

Use the following forms as a guide when creating local forms to document training and certification. Forms will be locally produced and structured but must, at a minimum, contain the information contained in the fields shown on each form here.

[illegible]

(Reverse)

[illegible]

** Used to document Chief or Superintendent observation of all phases of a controller's response to PE inputs.

Attachment 6
IC3X RETRAINING INTERVIEW

The objective of the retraining interview is to screen prospective 1C3X candidates to ensure only quality personnel are permitted to retrain into the career field. The letter you will send to the MPF recommending/not recommending cross-training will determine the type of individual working in the 1C3X career field in the future. Be objective in your decision making process and never compromise quality for quantity.

BEFORE THE INTERVIEW

- Review AFMAN 36-2108 general career field description and minimum prerequisites for entry.
- Conduct a personnel records review.
- Contact immediate supervisor and First Sergeant for additional information to substantiate the quality of the individual. Ask for their recommendation.

THE INTERVIEW

- Review AFMAN 36-2108 with the candidate
- A stress related AFSC.
 - Requires attention to detail.
 - Must be able to adapt to changing situations.
 - Deal with perishable information.
 - Requires *instantaneous* response.
 - Must be able to prioritize multiple events occurring simultaneously and complete required

actions in a timely manner.

- Normally the hub of base activities.
- Originate and receive information (may affect the entire base/unit).
- Develop a “thick skin.” You can expect to be criticized.
- Do not expect rewards for doing your job. Not that you won’t receive rewards.
- Must be able to interact/communicate effectively with individuals ranging in rank from General to Airman.
 - Be tactful at all times. Professional conduct is mandatory at all times; even under high stress.
- Officer controllers are rare now but, normally equally qualified to them (identical training outline for certification.)
 - C2 is our job. We are expected to be more knowledgeable since most officers are only temporarily placed in C2. The officers are normally more knowledgeable with the weapon systems assigned to your unit.
- Teamwork is absolutely essential.
 - Must keep each other informed.
- Level of assignment.
 - Squadron, Group, Wing, NAF and, MAJCOM.
 - Duties from MAJCOM to MAJCOM vary due to differences in mission.

- Special duty assignments include 89 MAW, JCS, NAOC, and JNACC.
- Security Clearance (minimum TS BI).
 - Access to very sensitive information.
 - Cannot discuss classified portions of your job; even with family members.
- Career progression.
 - 3 level (Tech school).
 - 5 level (CDCs).
 - 7 level (Tech school—after 18 months OJT as 7 level).
- Personnel Reliability Program (PRP) Ref AFI 36-2104
 - May be placed in control/critical position.
- Duty section.
 - Restricted area (Priority A-C)
 - Controlled Area.
- Shift work (24 hours a day, 7 days a week – to include holidays), 12 hour shifts may be the norm.
 - Once on duty, you are restricted to the duty section (no appointments or meals outside the duty section.)
- PCS/TDY

- Similar to other AFSCs-short, CONUS, long. Individuals 392 must be kept up-to-date.
- Joint Spouse.
- Some jobs may entail a lot of TDYs.
- AFI 36-2910, Line of Duty and Misconduct determination” (for single parent or both military.)
- C2 Equipment
 - State-of-the-art computer equipment is the norm
 - Radio systems. LMR, UHF, VHF, HF/SSB.
 - Video and recording equipment.
- Compliance with military standards mandatory. Always is but you will be very visible in this job.)
 - Must always conform to AFI 40-501, Air Force Fitness Program; AFI 40-502, Air Force Weight Management Program and; AFI 36-2903, Dress and Personal Appearance.
- (Additional information)
 -
 -
- Give the candidate a tailored QRC binder and blank duty log page for review, minimum review of five minutes.

--Administer scenario. NOTE: A simple binder with 4 or 5 basic checklists{copy format and notifications section} is all that is required. Give this and a duty log page to the candidate. Have them complete the scenario the best they can. Use the “log” as an indication of written communication.

- End interview.
- Determine whether to recommend or not recommend the candidate for retraining. Would you want this person working for you?)
- Prepare and send recommendation/non-recommendation letter to the MPF.

Attachment 7 (ADDED-AFMC)
MANNING REPORT OUTLINE

AFMC COMMAND POST MANNING REPORT					RCS: MTC-DO(M) 8501	
Prepared by: TSgt A. Jones		Installation Name: Kelly AFB			As of Date: 1 Jan 00	
PERSONNEL AUTHORIZED		PERSONNEL ASSIGNED				
AFSC	Rank	PAFSC	Rank	Name	Certified Yes/No	Months on Station
1C371	MSgt	1C371	MSgt	Jim Davis	Yes	52
1C371	TSgt	1C371	TSgt	Albert Jones	Yes	30
1C371	TSgt	1C351	SSgt	Eliza Duncan	Yes	14
1C351	SSgt	1C351	SSgt	Jeff Scott	Yes	15
1C351	SSgt	1C351	SSgt	JoAnn White	Yes	26
1C351	SSgt	1C351	SSgt	Jane Smith	Yes	35
1C351	SrA	1C351	SrA	Sue Brown	Yes	8
1C351	SrA			VACANT		
PROJECTED LOSSES				PROJECTED GAINS		
Name		Date		Name		Date
Albert Jones		01 May 95		Oliver Evans		30 Feb 95
				Peter Harrison		10 May 95
REMARKS:						
SrA Brown On maternity leave 12 Dec 94 30 Jan 95						
SSgt Scott NCO Leadership School 6 Feb 95 24 Mar 95						

NOTE: Remarks should contain any upcoming events that may effect CP manning and operation. Examples include projected TDY's for headquarters directed taskings, PME, projected certification dates of newly assigned controllers, long term leave (i.e., convalescence/maternity leave), high year tenure (HYT), and pending promotions.

Attachment 8 (Added-AFMC)**Command Post Publications Library**

Access to the documents listed here (and their AFMC supplement, where applicable) will be maintained, maintain a printed copy of those marked with an *. Access is defined as: a list of each publication and the World Wide Web address where it can be reviewed; maintaining a current (not more than 6 month old) copy of the Air Force Electronic Publication Library (AFEPL) CD-ROM in the admin section or; a hard-copy stored in the CP.) This listing is not all-inclusive. For example, this list does not include all COMSEC guidance, please consult your COMSEC Manager.

A Hard copy of publications marked with an * must be maintained in the CP.

An AFMC supplement exists for publications marked with an #.

DoD 5200.1-R	Department of Defense Information Security Program Regulation
DoDD 5500-7R	Joint Ethics Regulation JER)
AFIND2	Numerical Index of Standard and Recurring Air Force Publications
AFIND4	Department of Defense DOD), Chairman of Joint Chiefs of Staff (JCS) and the Joint Staff, Inter-service Publications, Combined Publications, Air Force Contract Requirements Documents (AFCRD), and Miscellaneous Federal Government and Commercial Publications.
*AFI10-201 #	Status of Resources and Training System
AFI10-204 #	Participation in the Military Exercise Program
*AFMAN 10-206 #	Operational Reporting
*AFI10-207 #	Command and Control
AFI10-211	Civil Engineering Contingency Response Planning
AFI10-229	Responding to Severe Weather
AFI10-230	Participation in Key Exercises and War Games
AFI10-230	Participation in Key Exercises and War games
AFMAN 10-401V1	Operation Plan and Concept Plan Development and Implementations Planning Formats and Guidance

AFMAN 10-401V2	Planning Formats and Guidance
AFI10-404	Base Support Planning
AFI10-414	Requesting and Employing Combat Communications Resources in Peacetime
AFPD 10-7	Command and Control Warfare
AFI10-707	Spectrum Interference Resolution
*AFPAM 10-709V1CD	US Message Text Formatting
AFI10-802	Military Support to Civil Authorities
AFPD 10-10	Civil Aircraft Use of the United States Air Force Airfields {Units with an airfield}
AFI10-1001	Civil Aircraft Landing Permits {Units with an airfield}
AFI10-1002	Agreement for Civil Aircraft Use of Air Force Airfields {Units with an airfield}
AFI10-1101 #	Operations Security
AFI 11-2A-OA-10V3 A/OA 10	Operations Procedures
AFJI 11-204	Operational Procedures for Aircraft Carrying Hazardous Materials {Units with an airfield}
AFI 13-202	Overdue Aircraft {Units supporting aircraft operations}
AFI 13-207	Preventing and Resisting Aircraft Piracy Hijacking (FOUO) {Units with an airfield}
AFMAN 15-124	Meteorological Codes Control Agreements
AFMAN 16-602	The Strategic Arms Reduction Treaty (START) Tracking and Reporting Systems (STARS) User Manual {STARS Reporting Units}
AFMAN 23-110V2CDPT13	Standard Base Supply Customer's Procedures
AFI 31-101V1	The Air Force Physical Security Program
AFP 102-2 Vol III	US Message Text Formats Self-Paced Training Pamphlet
AFH 31-103	Physical Security (FOUO)
AFI 31-209 #	The Air Force Resource Protection Program
AFI 31-210 #	The Air Force Antiterrorism (AT) Program
AFI 31-501 #	Personnel Security Management Program
AFI 32-4001 #	Disaster Preparedness Planning and Operations
AFMAN32-4004	Emergency Response Operations
AFI33-106 #	Managing High Frequency Radios, Land Mobile Radios Cellular Telephones, and the Military Affiliate Radio System
AFI 33-118	Radio Frequency Spectrum Management
AFI 33-119	E-Mail Management and Use
AFMAN 33-120	RF Spectrum Management

AFI 33-129	Transmission of Information VIA the Internet
AFI 33-203 #	The Air Force Emission Security
AFI 33-204 #	Information Protection Security Awareness, Training and Education (SATE) Program
AFI 33-209	Operational Instruction for the Secure Telephone Unit (STU-III) Type I
*AFI 33-211 #	Communications Security (COMSEC) User Requirements {COMSEC holders}
AFI 33-212	Reporting COMSEC Incidents {COMSEC holders}
AFI 33-217	Voice Call Sign Program {All HF, UHF, or VHF users}
AFI 33-220	Communications--On Hook Telephone Security
AFH 33-337	The Tongue and Quill
AFI 33-360V1	The Air Force Publications Management Program
AFMAN 34-243	Mortuary Affairs Program Procedures
AFMAN 36-2108	Airman Classification
AFI 36-2201	Developing, Managing, and Conducting Training
AFMAN 36-2234	Instruction System Development
AFMAN 36-2247	Planning, Conducting, Administering and Evaluating Training
AFI 36-2403	The Enlisted Evaluation System (EES)
AFI 36-2618	The Enlisted Force Structure
AFPAM 36-2627	Airman and NCO Performance Feedback System (EES)
AFPAM 36-2705	Discrimination and Sexual Harassment
AFI 36-2706	Military Equal Opportunity and Treatment Program
AFI36-2803	The Air Force Awards and Decorations Program
AFI 36-2903 #	Dress and Personal Appearance of Air Force Personnel
AFI 36-2910	Line of Duty Misconduct) Determination
AFI 36-3401	Air Force Mentoring
AFI 37-122	Air Force Records Management Program
AFMAN 37-126	Preparing Official Communications
AFI37-132	Air Force Privacy Act Program
AFDIR 37-135	Air Force Address Directory On-line database (http://afdir.hq.af.mil/afdir/index .)
AFMAN 37-139	Records Disposition Schedule
AFI40-501	Air Force Fitness Program
AFI40-502	Air Force Weight Management Program
AFI 91-202 #	The US Air Force Mishap Prevention Program
AFI 91-204 #	Safety Investigations and Reports
AFI 91-301 #	Air Force Occupational and Environmental Safety, Fire Prevention and Health (AFOSH) Program

AFI 91-302	Air Force Occupational and Environmental Safety, Fire Protection and Health (AFOSH) Standards
AFMCMAN 36-1	Guide to AFMC Mentoring Program
AFMCPD 37-1	Internet Policy
AFMCI 37-102	Transmission of Information via the Internet
AFMCPAM 91-104	Squadron Commander's and Supervisor's Safety Guide